Bringing About Community Change
Collective Impact Issues

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Overview of Presentation

• Help Communities Reach their Potential
• Need to Understand Process of Community Change
• Which Programs Work and Why?
• What is the Role of Collective Impact in Fostering Long-Term Change
• Collective Impact in Community Development Issues
  • Norman Walzer, Liz Weaver, and Catherine McGuire (Editors)
  • Special Issue of Journal
  • Book in Community Economic Development Series
Community Change Initiative

• A **Community Change Network** was formed in 2010-11 to understand ways to help small communities bring about effective change. It incorporates past experiences of mainly **University Outreach** programs with histories of successful outcomes plus a survey of 35 programs with documented outcomes.

• CCN held sessions in annual CDS and IACD conferences in New Orleans, Boise ID, Cincinnati, Charleston, Dubuque, and Glasgow.

• Several special issues of **Community Development**, journal of the Community Development Society and articles focused on innovative approaches to change and related topics. Edited volume in C.D. Series

• The CCN has focused mainly on small cities in nonmetropolitan areas but what has been learned can also be applied to large cities.

• Preparing session for National Rural Assembly in Washington, DC (9-15)
Innovative Strategies for Community Change
(Midwest Programs Examined)

• Community Visioning/Planning Initiatives
  • MAPPING the Future of Your Community (Illinois)
  • Breakthrough Solutions (Arkansas)
  • Strategic Doing (National Focus)
  • Kansas Pride

• Building Entrepreneurship
  • Community Progress Initiative (Wisconsin)
  • ExCEED (Missouri)
  • Kentucky Entrepreneurial Coaches Institute

• Community Capacity-Building
  • Montana Horizons
  • U-Lead (Minnesota)
  • UWEC Center for Community/Econ Development (Wisconsin)
  • Community Profiles and Master Plan Visioning (New Hampshire)

• Home Town Competitiveness Programs (HTC)

• Energizing Entrepreneurs (E2)
Essential Change Program Components

• **Prepare** Communities for Intervention
• Incorporate **High Quality** and Relevant Content
• Deliver an **Integrated and Flexible** Program
• Build-in Strong **Direction and Foundation** Activities
• Implement **Strong Follow-up** Efforts
• Monitor **Outcomes** and Measure **Results**
• **Continually Adjust** Programs to Keep Them Current
Techniques and Tools
S.W.O.T*

*Strengths, Weaknesses, Opportunities, and Threats.
Take Charge and Vision to Action Too

• Launched by North Central Center for Regional Development (Iowa State University)
• Distributed Through Cooperative Extension and Other Agencies (1990)
• Response to Farm and Rural Crises in 1980s
  • Where Have We Been?
  • Where Do We Want to Be?
  • How Can We Get There?
  • How to Maintain the Momentum?
• Workbook and Materials Designed for Local Delivery
• Revised (2001) as Vision to Action: Take Charge Too
SOAR Framework
Strengths, Opportunities, Aspirations, Responses
Strategic Doing Process
four key questions...

**Find**
- What should we do together?

**Focus**
- What will we do together?

**Plan**
- When will we get back together?

**Learn**
- What could we do together?
Obstacles to Lasting Outcomes?

• Technical v. *Adaptive* (Complex) Issues
  • *Answer Not Known in Advance*
  • *No Single Agency has Resources/Authority to Bring About the Changes*

• Isolated v. Collective View of Impact
• Competing Goals of Organizations
• Unwilling to Change or Adapt Behavior
• Unable or Unwilling to Collaborate on Remedies
• Inconsistent Perception of What is Happening
• Measure Impact in Different Ways
The 5 Conditions of COLLECTIVE IMPACT

1) A Common Agenda
   - Establishing common ground and shared goals.

2) Shared Measurement System
   - Defining a common system of success to increase accountability and align efforts.

3) Mutually Reinforcing Activities
   - Each partner is doing what they excel at while remaining coordinated with the collective.

4) Continuous Communication
   - Develop trust and a culture of collaboration through transparency and regular contact.

5) A Backbone support organization
   - Takes on the responsibility of coordinating the Collective Impact initiative.

Important Distinctions

Techniques v. System/Approach

• Overall System That Accommodates or Promotes Change
• Especially Suited for Complex Issues and Adaptive
• Require Multiple Organizations to Collaborate on Common Goals
• Promotes Accountability of Participating Organizations
• Brings About Changes in Behavior to Pursue Desired Goal
Issues to Consider

1. What Was The Project Or Setting? How Many Years Ago?
2. How Did It Work? What Were The Outcomes?
3. What Were The Key Ingredients That Made The Project Succeed?
4. Which Of The Basic Components Of Collective Impact Were Not There?
5. What Was The Backbone Organization?
Further Reading


Examples of Applications

Community Campus Partnerships, Collective Impact & Poverty Reduction

Karen Schwartz, Carleton University; Liz Weaver, Donna Jean Forster-Gill, Natasha Pei, Tamarack Community; and Annie Miller, Carleton University

Finding Gold in Southwest Florida - Using Tribal Alchemy and Getting to Outcomes (GTO) for Collective Impact Capacity Building

Cindy Banyai, Dave Fleming, and Sarah Owen, Banyai Evaluation & Consulting
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Collective Impact
Brings People Together in a Structured Way to Cause Social Change

• Common Agenda
• Shared Measurement System to Monitor Progress
• Mutually-Reinforcing Activities
• Continuous Communication
• Backbone Organization to Support Approaches
• Focus on Systemic and Behavioral Changes

Prepare Communities Adequately

• Educate **Entire Community** About Process
• Encourage **Broad-based** Participation
• Build and/or **Encourage Networks** and **Stimulate** Local Support
• Foster **Ownership** by Participants and Residents
• Build and/or Enhance Local **Leadership Capacity**
  • Special Support for **First-time Groups**
• Provide Opportunities for **Leadership Growth**
• Create Expectations for Sustainable **Results**
Create High Quality Programs

- Understand Differences Between *Program, Process, and Product*
- Incorporate Scholarship and *Professional Literature*
- Maintain *Strong Theoretical* Foundations
- Incorporate *New Paradigms* and Thinking
- Build on *Documented Successful* Practices
- Encourage a “*Break Through*” Mentality and Philosophy
- Be *Flexible* and Recognize Diverse Local Issues and Values
- Build *Professional Respect* and Status for Program
- Make Program a *Major Event* in the City or Region
Deliver Tailored Program(s) Effectively

• Mobilize Community Assets and Develop **Strong Networks**
• Engage Participants to Set High **Goals and Expected Outcomes**
• Recognize Importance of **Indirect Outputs/Outcomes**
• Encourage and **Reward Risk-Takers**
• Offer **Flexibility** in Topics and **Delivery Approaches**
• Build **Program Identity** and Local Support
• Use **Latest Communication** Methods and Tools
• Be Bold with a Process that **Participants “Enjoy”**
• Adhere to the **Program Mission** and Structure
• **Remove** the Need for Participants to Ask “Permission to Act”
Persistent Follow-up with Metrics and Results

• Design an **Accountability** Mechanism
• Pick the **Low-Hanging** Fruit First
• Measure and **Document Outcomes** Regularly
• Maintain **Persistent Follow-Through** Activities
• Communicate Using **Latest Technologies**
• Focus on the **Future** Rather than Correcting the Past
• Pursue **Long-term Sustainability** and Resiliency
• Celebrate and **Publicize Successes**
• **Adjust Program** Based on Changes
CC Programs and Techniques

• SWOT
• Take Charge
• Vision to Action Too
• Asset Based Community Development
• SOAR
• Strategic Doing

• Collective Impact